

# Clean Mobility Options

## Clean Mobility Provider Directory (Version 1)

January 2020



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# Introduction

The Clean Mobility Options Vouchers Program (CMO) is a statewide funding and capacity-building program developed by the California Air Resources Board (CARB) and administered by a Program Administrator team led by CALSTART and Shared-Use Mobility Center (SUMC). The program intends to improve clean transportation access and increase zero-emission and near zero-emission mobility choices in California disadvantaged and low-income communities, including some tribal and affordable housing communities. Voucher recipients will receive funding to develop clean vehicle-sharing and ridesharing projects, some of which will be implemented through partnerships with professional mobility providers.

The Clean Mobility Provider Directory (Directory) is an informational resource to support potential CMO applicants in finding mobility provider partners. This version of the Directory (Version 1) focuses exclusively on mobility operators defined as “entities that lead the development and implementation of systems for operating a mobility service, bringing together back-end systems such as user databases and payment platforms with front-facing activities such as vehicle fleet maintenance and day-to-day service provision.”<sup>1</sup> Future versions of the Directory may include other types of providers, such as electric vehicle charging equipment companies and more.

On August 29, 2019, the Program Administrator issued a Request for Information (RFI) to mobility operators. RFI responses served as an application for mobility operators who wished to be included in the Directory. The RFI solicited information about their types of mobility services and their approach to delivering them. This information is summarized in the Directory as two-page informational profiles. The RFI also solicited information to verify that operators would meet two minimum qualification criteria to be included in the Directory:

- Organization must have at least one year of experience operating mobility services.
- Organization must be registered to conduct business in California and in good standing with the California Secretary of State.

This Directory includes a matrix that illustrates the types of CMO-eligible services that operators are interested to offer (e.g. carshare, vanpool, microtransit) followed by a two-page entry as a summary profile for each operator. The entries are only informational profiles based on entrant’s RFI response and do not constitute endorsement. The entries are formatted in the following manner:

**Overview.** A brief overview of the mobility provider and their primary service types, along with their current service locations in California.



**Mobility Services.** Description of the various elements of mobility services that the operators noted they are able to provide.



**Collaboration Strategies.** Describes operators’ strategies to create partnership models that could support long-term sustainability of the program. Strategies range from simple marketing approaches to co-facilitating infrastructure installation.

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<sup>1</sup> Per the RFI Issued.



**Revenue Models.** Describes operators' anticipations to generate and distribute revenues among partners. Revenue models may include business-to-government (B2G) service contracts, where the voucher recipient pays for a certain level of service, or business-to-consumer (B2C) models, where revenue is generated directly from the end user through user fees. Within B2C models, the voucher recipient may contribute additional revenue through revenue guarantees, where the operator is ensured income will not fall below a certain level, or through operator subsidies, where the voucher recipient "buys down" prices for end users. In these cases, operators may also offer revenue-sharing with the voucher recipient when revenue exceeds a certain level. This section also lists any strategies the operator may have to offset costs or collect revenues from other sources.



**Cost-Sharing Approaches.** Describes operators' expectations for cost-sharing with partners. Entries differentiate between costs that may be borne by operators and costs that may be supported by voucher funding.



**Key Approaches.** Describes any additional and innovative approaches the operators are interested to pursue in CMO projects that may differentiate them from other entrants.



**References.** Lists partners that serve as the operator's references. Specific contact information is available upon request from the Program Administrator at [info@cleanmobilityoptions.org](mailto:info@cleanmobilityoptions.org)



**Contact Information.** Email and position of the main point of contact for each mobility provider.

Given the depth and complexity of operating mobility services, parties using this document may wish to follow-up with RFI respondents for a comprehensive overview of the service each mobility provider is prepared to serve. These summary sheets are condensed and may omit information valuable to a potential CMO applicant.

We hope the Mobility Provider Directory is useful in helping voucher recipients select a mobility provider that helps implement cleaner, more affordable, sustainable mobility options in some of California's most disadvantaged and low-income communities.

Being listed in the Directory does not prevent or compel participation in other current or future opportunities issued by the California Air Resources Board, the CMO Program Administrator, or CMO voucher recipients. This list is provided in alphabetical order.

This document has been reviewed by the staff of the California Air Resources Board and approved for release. Approval does not signify that the contents necessarily reflect the views and policies of the California Air Resources Board, nor does the mention of trade names or commercial products in this Directory constitute endorsement or recommendation for use.


# Clean Mobility Provider Matrix

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Mobility Provider	Bikeshare	Carshare	On-Demand Transit	Ride-on-Demand	Scooter Share	Vanpool / Carpool
 Bird					✓	
 Blue Systems		✓				
 Circuit Transit			✓			
 Coaster Cycles	✓					
 Commute with Enterprise						✓
 eCab			✓			
 Envoy		✓				
 Green Commuter		✓				✓

# Clean Mobility Provider Matrix

(Page 2 of 2)

Mobility Provider	Bikeshare	Carshare	On-Demand Transit	Ride-on-Demand	Scooter Share	Vanpool / Carpool
 HOPR	✓					
 Lyft	✓	✓		✓	✓	
 MioCar		✓				
 Mobility Development Group	✓	✓		✓		
 Spin					✓	
 Veo Ride					✓	
 Via Nomad Transit			✓			
 WAIVE		✓				
 Zip Car		✓				

# Clean Mobility Providers Profiles



**B I R D**

**Company Description:** Bird is a last-mile electric vehicle sharing company that provides transportation solutions to communities. Bird is a privately held company.

**Service:** Scootershare | **Locations:** Los Angeles, San Francisco, Multiple Locations



**Mobility Service Elements.** Bird provides full-service scooter-sharing, enabling users to check out electric scooters parked throughout the community using a mobile application. Some elements of their service include:

- Fleet Management
- Payment Platforms
- Reservation and Dispatching Systems
- Routing Technology
- Scooter Parking or Charging Equipment Procurement, Installation, and Operations
- Service Operations and Staffing
- Vehicle Procurement
- Vehicle Software and Equipment
- Other: Working with CMO projects to secure any additional equipment (if needed)



## **Collaboration Strategies**

- **Investment in Protected Infrastructure.** Bird recognizes separated and protected infrastructure allows riders of all forms to feel safer while using micromobility options. Bird recommends cities use data from operators to guide the creation of such infrastructure and build political support for its expansion.
- **Exclusivity Arrangements.** When the CMO voucher recipient is a local agency, Bird recommends they create exclusivity agreements that grant one micromobility operator license to offer a range of services in a given market. The city and the operator could then create the best mobility “fit” for a city.
- **Ability to Scale.** Bird notes that vehicle caps that are too restrictive for an area’s potential demand place burdens on operators and potential riders. Bird recommends that more mode-agnostic and flexible permitting structures be implemented that allow operators to generate economies of scale to provide meaningful transportation services via density of vehicles.
- **Collaboration with Cities.** Bird understands that a more sustainable and equitable future of transportation depends on collaboration between the public and private sector. Open Mobility Foundation, the leading policy conversation around mobility data and cities, is a start to the partnership model Bird hopes to create.



## **Revenue Model**

- The revenue earned by operators will depend on the specific business structure project partners adopt and negotiate.
- Bird recommends CMO voucher teams consider that net economics must be roughly on par with the average market to attract and retain operators.
- Success metrics need to be aligned; the more operators help underserved communities, the more they should be compensated (i.e. able to expand or financially rewarded).

- Cost recovery may be achieved through indirect means, such as the city loosening regulations on vehicle caps in areas with greater demand and higher revenue potential than in the CMO project areas.



### Cost-Sharing Approaches

Mobility Provider Resources	CMO Voucher Resources
<ul style="list-style-type: none"> <li>• Technology Platforms and Back-end Administration</li> <li>• Vehicle Purchases (under most collaboration models)</li> <li>• Day-to-day Staffing and Operational Costs</li> <li>• Maintenance and Cleaning Costs</li> <li>• Safety Initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Ride or Membership Subsidies</li> <li>• Protected Infrastructure</li> <li>• Vehicle Parking Areas and Signage</li> <li>• Community Outreach Events and Sign-up</li> </ul>



### Key Approaches

- **Equity Programs.** Bird is ready to offer payment assistance programs for low-income, qualified residents and discounted plans for U.S. Veteran and Services members. Bird’s Access plan provides low-income riders the first 50 rides per month for 30 minutes or less free of charge. Bird also offers a Cash-to-Load program, where riders visit participating retail stores and give the cashier cash to load onto their Bird account via an account-specified code for technology burdened riders.
- **Rider Education.** Bird uses comprehensive education plans including public service announcements, free helmet giveaway events, online campaigns, billboard advertisements, pre-ride safety videos, hands-on-training and administration programs, and other events to educate riders on safe riding and proper vehicle parking.
- **Workforce Development.** Bird is committed to hiring local residents from historically disadvantaged communities for their service operations. Bird will ensure at least 75 percent of support and service operations staff is from the community they serve and that at least 30 percent of staff is sourced from job training programs in the area.
- **“New Pricing” Models.** Bird is interested in exploring alternative means to provide mobility options to low-income communities, including a rental-based models that creates subsidized monthly payment programs in lieu of the traditional pay-per-ride format, or zonal allocation incentives, where agencies create subsidies for operators to place vehicles in specific underserved areas.



### References. Bird’s references include:

- City of Los Angeles
- City of Oakland
- City of San Jose



### Contact Information.

Maurice Henderson, Director, Government Partnerships <maurice.henderson@bird.co>



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**Service:** Carshare | **Locations:** Los Angeles, Multiple Locations Outside California



**Mobility Service Elements.** Blue Systems places rentable electric cars at specific stations throughout the city that can be rented for certain hours per day, enabling users to reach their destination. Some of Blue Systems' services include:

- Electric Vehicle Supply Equipment Procurement, Installation, and Operations
- Fleet Management
- Payment Platforms
- Reservation and Dispatching Systems
- Routing Technology
- Service Operations
- Vehicle Procurement
- Vehicle Software and Equipment



### **Collaboration Strategies**

- **Partnerships for Fixed Infrastructure.** Blue Systems notes that the success of shared electric vehicles stem from partners offering fixed locations for charging infrastructure (i.e. public lot or dedicated right-of-way).
- **Electric Vehicle Manufacturer Partnerships.** Blue Systems is interested in partnerships with automobile manufacturers to provide electric vehicles at minimal costs, where the manufacturer has interest in long-term benefits such as data gathering and testing new mobility models.
- **Strong Electric Vehicle Sharing Operator.** Blue Systems notes that partnerships with organizations that have strong experience in operating reliable electric vehicle sharing systems, experience in infrastructure deployment, electric car share deployment, and experience with community outreach are crucial to developing a successful program.



### **Revenue Model**

- The distribution of revenue among partners will be determined based on level of investment and long-term benefits derived from each partner.
- In addition to membership and rental fees, revenue-generation opportunities could include contracts with third-parties for advertising on exterior of cars and micromobility vehicles; resale of used electric vehicles, including financing incentives for low-income purchasers; branding agreement sold to automobile manufacturer that supplies the vehicles.



## Cost-Sharing Approaches

Mobility Providers Resources	CMO Voucher Resources
<ul style="list-style-type: none"> <li>• Technology Platforms and Back-end Administration</li> <li>• Maintenance and Cleaning Costs</li> <li>• Safety Initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Hard Costs of Necessary Infrastructure</li> <li>• Costs of Operating the System</li> <li>• Labor and event costs</li> </ul>



## Key Approaches

- **Equity Programs.** Blue Systems is prepared to extend discounted electric vehicle car sharing to income qualified residents. Blue Systems also anticipates discounting service between 30 to 50 percent of retail rate during an introductory period of the program that familiarizes the community to the shared electric vehicles. Blue Systems is also prepared to work with community partners to develop payment systems for the unbanked, use alternative platforms for technology-burdened riders, and possibly ADA vehicles based on discussions with partners and stakeholders.
- **Car Sharing at Mobility Hubs.** Blue Systems is prepared to offer electric car sharing services and partner with other mobility providers (i.e. shared bicycles, scooters, etc.) and nonprofits to create mobility hubs similar to those in Los Angeles, France, Singapore, and other areas.
- **Safety.** Blue Systems is prepared to offer low-cost, one-time fee Collision Damage Waivers to ensure users are insured while on the road. They are also prepared to offer Cyber coverage to insure against possible data breaches and system hacks and protect user data. Blue Systems is also prepared to conduct thorough driver background screenings and educational campaigns to ensure safe and proper usage of equipment.
- **Data Sharing.** Blue Systems is prepared to share data reports with partners provided all safeguards are taken to protect rider confidentiality.



**References.** Blue System’s references are listed below and contacts are available upon request.

- Los Angeles Department of Transportation



## Contact Information

James Delgado, Director of Business Development <james.delgado@Bluesystems.ai>



**Company Description:** Circuit, formerly The Free Ride, offers passengers free, all-electric local transit in designated zones for trips of less than three square miles. Circuit is a privately held company.

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**Service:** Microtransit | **Locations:** San Diego, Santa Monica, Marina del Rey, Newport Beach, Venice, Multiple Locations Outside California



**Mobility Service Elements:** Circuit provides all-electric low-speed vehicles (LSVs) that connect to other public transportation services throughout the city. Rides are requested through a mobile app and dispatched on-demand. Circuit operates Polaris GEM e6 vehicles that are low speed and legal to operate on streets with speed limits up to 35 mph.

Some elements of their service include:

- Electric Vehicle Supply Equipment Procurement and Operations
- Fleet Management
- Payment Platforms
- Reservations and Dispatching Systems
- Routing Technology
- Vehicle Procurement



### **Collaboration Strategies**

**Joint Grant Applications.** Circuit is willing to work with the community to submit voucher applications to maintain funding for services beyond the time frame of the voucher agreements.

- **Third-Party Advertisement.** Circuit recommends developing revenue share models via third party advertisements on the exterior of vehicles. Circuit has an in-house ad sales team willing to work with the community to attract title sponsors and advertisers.
- **Service in Popular Destinations.** Circuit attributes their model success to connecting to highly visited places, including transit hubs, grocery stores, medical centers, educational facilities, community centers, etc. Circuit recommends establishing service in highly sought after areas to facilitate transportation access and has a custom mobile application available that can be leveraged to support any proposed mobility hubs.



### **Revenue Model**

- **Service Contract.** Circuit anticipates vouchers will be used for initial baseline services.
- **Revenue-Sharing.** A proportion of revenue generated from third-party advertising models could be shared with the community partners. Circuit would negotiate with the community partner or appropriate organization to determine the exact share and terms of revenue collection.

## **Cost-Sharing Approaches**

- Circuit estimates an operating cost of approximately \$25-\$35 per vehicle per hour with a three-vehicle fleet minimum. The CMO voucher would be used to establish initial baseline services.

<b>Mobility Provider Resources</b>	<b>CMO Voucher Resources</b>
<ul style="list-style-type: none"> <li>• Appropriate levels of cost-sharing will depend on size of service territory, number of vehicles, and hours of operation.</li> </ul>	<ul style="list-style-type: none"> <li>• Initial Baseline Services</li> <li>• Cost savings may be higher if the partner agency can provide secure storage and electric vehicle charging facilities.</li> </ul>

## **Key Approaches**

- **Data Sharing.** Circuit offers their ride-request mobile application that tracks where riders board and dismount vehicles, number of rides per ride, and more. Circuit is able to offer data sharing reports that display the aforementioned information and include service area heatmaps, anonymized rider app data reports, and anonymized rider survey reports.
- **Fleet Management.** Circuit’s team includes planners, practitioners, and certified mechanics that regularly maintain and perform warranty work on their vehicles. Circuit also insures all their vehicles; each vehicle is represented in a back-end platform for managing drivers and generating safety reports for partners.
- **Equity Programs.** Circuit is prepared to offer their services to users free of charge. Circuit also offers ADA accessible vehicles, text-ahead use options for individuals without smartphones, and is willing to work with the community to provide service to individuals without mobile devices.
- **Workforce Development.** Circuit is ready to hire and manage a local team to operate services in the community. Circuit’s hiring and safety programs include thorough reviews that promote the safety of drivers, riders, and the community.



**References.** Circuit’s references are below, and contact information is available upon request.

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• Civic San Diego, California</li> <li>• City of Hollywood, Florida</li> </ul> | <ul style="list-style-type: none"> <li>• New Rochelle Development Commission, New York</li> </ul> |
|---|---|



## **Contact Information**

Daniel Kramer, Director of Operations and New Businesses <daniel@ridecircuit.com>



**Company Description** Coaster builds and operates eco-friendly mobility products that provide transportation, delivery, and branding services for a range of clients, ranging from companies to universities. All Coaster models are made domestically. Coaster is a privately held company.

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**Services:** Bikeshare; Ride on Demand | **Locations:** Los Angeles, San Francisco, Santa Barbara, Multiple Locations Inside and Outside California



**Mobility Service Elements.** Coaster offers community partners the ability to rent or lease three-wheel vehicles to help communities activates businesses and move around. They also offer last-mile transportation options for communities with public service gaps through pedicabs that may be flagged down or ordered through an app. Some elements of their service include:

- Fleet Management
- Payment Platforms
- Reservation and Dispatching Systems
- Routing Technology
- Service Operations and Staffing
- Vehicle Procurement
- Vehicle Software and Hardware
- Other: Outdoor Advertisements



**Collaboration Strategies**

- **Joint Grant Applications.** Coaster is willing to work with the community to submit external grant funding applications that cover the eligible elements of Coaster.
- **Third-Party Advertisement.** Coaster is prepared to collaborate with communities to develop revenue sharing models via third party advertisements on the exterior of vehicles.
- **Promoting Entrepreneurship.** Coaster wants to provide communities the tools needed to start businesses of their own. Coaster is prepared to partner with key community organizations to facilitate entrepreneurship training in the area and promote their services. They are also prepared to work with a community center to develop paid internships for youth to support the maintenance of the bicycles.
- **Community-based Involvement.** Coaster wants to partner with an organization that is truly engrained in the community and understands the needs in the area. Coaster is prepared to work with community partners to determine appropriate pricing and rental models that ensure community organizations and potential businesses do not pay high upfront costs to expand their services. Over time, they envision community partners will assume management over the services.



**Revenue Model**

**Revenue Sharing.** Coaster’s goal is that the majority, if not all, of recurring revenue will go to community partners.

 **Cost-Sharing Approaches**

- Coaster anticipates partners will provide upfront payment for Coaster fleet services and operations using CMO voucher funding. Coaster also anticipates providing operational and advertisement support to strengthen the programs of their partners.

<b>Mobility Provider Resources</b>	<b>CMO Voucher Resources</b>
<ul style="list-style-type: none"><li>• Based on past experience operating pedicab and rental fleets, Coaster anticipates rental rates for vehicles to range between \$10 to \$150 per day.</li></ul>	<ul style="list-style-type: none"><li>• Purchase and development of hardware and software.</li><li>• Training and Implementation</li></ul>

 **Key Approaches**

- **Community Bikeshare Rental Programs.** Coaster is prepared to offer cargo bikeshare rental programs that partner organizations and individuals in the community may use to deliver fresh food, retail pop-ups, recycling services, use for first-last mile connection, vendor programs, and more. Their goal is to help potential businesses grow in communities that require bikeshare rental services.
- **Equity Programs.** Coaster understands potential partners have greater understanding of the needs in the community and are best equipped to run effective services with their support. Coaster is prepared to partner with a community organization and offer services to the unbanked, those without smartphones, and lower-cost rental programs that allow communities to start their businesses as recommended by the community organization.
- **Workforce Development.** Coaster is prepared to partner with community organizations and local bike shops to develop training programs to ensure bicycle repair and maintenance are frequently scheduled.
- **Data Sharing.** Coaster does not currently track rider data but has partnered with a company to provide that ability. If more data is desired by partners, they are willing to explore a more robust data tracking system and share that information with potential partners.



**References.** Coaster's references are listed below, and contact information is available upon request.

- Capital Pedicabs
- Lyft
- Starbucks

**Contact Information**

John Walker Baus, Communications and Partnerships <jwalker@coastercycles.com>



**Company Description:** Commute with Enterprise provides vanpooling choices for communities across the country. Their fleets feature extensive options that allow passengers to get to work. Commute is a privately held organization.

**Service:** Vanpool | **Locations:** Los Angeles, San Diego, San Francisco, Multiple Locations Outside of California



**Mobility Service Elements.** Commute provides shared vans that connect to transit or workplaces that allow communities to go where they need to go. Their services include:

- Fleet Management
- Payment Platforms
- Reservation Systems
- Routing Technology
- Service Operations and Staffing
- Vehicle Procurement
- Vehicle Software and Hardware
- Other: Hybrid in lieu of electric in the event electric infrastructure is unavailable.



### **Collaboration Strategies**

- **Leveraging Existing Public Sector Partnerships.** Commute is prepared to leverage existing public sector partnerships they have in the State of California to implement zero-emission vehicles. Commute is also willing to create reports for the mandatory National Transit Database so partners may generate additional formula funds and identify future funding opportunities to sustain zero-emission vehicle vanpool and grow the program in the future.
- **Joint Program Analyses.** Commute is prepared to undertake program analyses traditionally performed by community partners so that partners may seek additional funding. Some of these analyses will include National Transit Database reporting, evaluation of success metrics and program marketing efforts, and more. Commute is prepared to collect any data and share it with partners as needed.
- **Expanding the Program.** Commute is prepared to have their local sales teams collaborate with local employers and transportation entities to encourage adoption of vanpooling. The sales teams have preexisting accounts they may leverage to cross-sell with the vanpool program and bring more riders into the program and expand services. Their sales teams also work with employers to establish payments systems (i.e. direct paycheck payment) for those without smartphones or banking systems. Vanpoolers may also contact Commute’s customer service team during normal business hours to process payment in the event riders do not have a banking system available.



### **Revenue Model**

- **Price Subsidies.** Commute anticipates using a direct business-to-consumer model, with revenue coming from vanpool users. This program would require no minimum revenue guarantee. Commuter, however, recommends agencies subsidize rates to levels that would encourage the targeted populations to use the services.



## Cost-Sharing Approaches

- Commute anticipates a cost-sharing structure with partners that is dependent on each entity’s budget and how much they want to subsidize services. The actual costs to riders would depend on final terms and agreements; previous agreements include set fixed cost-share percentages or flat rate options tiered to vehicle capacity or commute length.

<b>Mobility Provider Resources</b>	<b>CMO Voucher Resources</b>
<ul style="list-style-type: none"> <li>• Part Vehicles and Other Equipment</li> <li>• Hardware and Software</li> <li>• Marketing</li> <li>• Operations and Maintenance</li> </ul>	<ul style="list-style-type: none"> <li>• Part Vehicles and Other Equipment</li> <li>• Price Subsidies</li> </ul>



## Key Approaches

- **Dedicated Local Teams.** Commute is prepared to offer dedicated, locally established operations teams to offer complete turnkey solutions. Commute’s teams will provide vehicle choices, driver approvals, program marketing, comprehensive maintenance, insurance coverages, dedicated local team, ride matching technology, invoicing and fare collection, and national transit database reporting.
- **Standardized Approaches.** Commute operates in multiple domestic cities and has explicit standardized service approaches that adapt based on program needs. Commute typically provides 7 to 15 passenger vehicles, \$1M insurance per vehicle, \$0 deductible for vanpools, scheduled maintenance, sales and marketing staff, employer outreach to encourage the program, software support, and customer support.
- **Overall Accessibility.** Commute has Spanish-speaking staff that could work with community partners to translate documents or services as needed. Further, Commute’s vanpools are ADA compliant and accommodate any type of riders.
- **Financial Stability.** Commute is a subsidiary of Enterprise Holdings, an independently and stable car-sharing company that is the only investment-grade vehicle transportation company. Their conservative and disciplined long-term approach to managing business has earned them the strongest balanced sheet in the industry. Therefore, Commute does not need to meet certain financial returns when offering services and operations.



**References.** Commuter’s references are listed below, and contact information is available upon request.

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• Metropolitan Transportation Commission and Association of Bay Area Governments</li> </ul> | <ul style="list-style-type: none"> <li>• Orange County Transit Agency</li> <li>• Sacramento Area Council of Governments</li> </ul> |
|--|--|



## Contact Information

Randall Gregg, Director of Business Rental Sales <Randall.G.Gregg@ehi.com>





**Company Description:** Electric Cab of North America (eCab) provides urban mobility solutions using fleets of fully electric vehicles that connect to urban cores, corporate campuses, universities, medical campuses, and communities. eCab is a privately held company.

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**Service:** Microtransit | **Locations:** Multiple Locations Outside of California



**Mobility Service Elements.** eCab uses electric shuttles to connect to existing mass transit systems to help people move around in their communities. eCab’s services include:

- Electric Vehicle Supply Equipment Procurement, Installation, and Operations
- Fleet Management
- Payment Platforms
- Reservation and Dispatching Systems
- Routing Technology
- Service Operations and Staffing
- Vehicle Procurement
- Vehicle Software and Hardware



**Collaboration Strategies**

**Free Services to the Community.** eCab hopes that the stakeholders (governing bodies) of the community collaborate to help provide free memberships for eligible residents of the community. eCab is prepared to collaborate to provide value in the communities they serve.

- **Pilot Programming.** eCab notes that providing mobility as a service (Maas) in disadvantaged districts provides equitable transportation that reduces carbon emissions and traffic and yields access to needed resources like medical services, food, work, daycare, and more. They write that they are open to pilot programs as means to show the value of services and gaining adoption and acceptance of programs by users involved.



**Revenue Model**

- **Service Contract.** eCab anticipates that the service provider would receive the revenue. They note that turnkey services have minimum utilization requirements with hourly rates of \$75 to \$85 per electric vehicle. Turnkey services include cost share of labor, outreach, and marketing.



**Cost-Sharing Approaches**

- eCab anticipates that electric vehicles will comprise 50 percent of the costs and other key service elements will comprise the other 50 percent.

Mobility Provider Resources	CMO Voucher Resources
<ul style="list-style-type: none"> <li>• Labor</li> <li>• Outreach</li> <li>• Marketing</li> </ul>	<ul style="list-style-type: none"> <li>• Initial Service Payment</li> </ul>



## **Key Approaches**

- **Specific Service Zones.** eCab recognizes that their services are successful when they connect to transit within a one to five-mile perimeter area, in areas where speed limits do not exceed 35 miles per hour, and when their services are exclusively used as first-last mile solutions. eCab also keeps back-up vehicles to ensure program reliability.
- **Local Hire.** eCab is committed to developing a workforce in the communities they serve. eCab hires locally, pays a premium to employees, and develops their operators as ambassadors for the communities they are serving. Their hope is to help develop value through workforce development wherever possible.
- **Equity.** eCab has developed solutions that allow everyone to have access to their services, including street-hail options, shuttle stops, mobile dispatch systems and phone pick-ups, and more. Their goal is to provide transportation to riders without banking systems or smartphone technology.



**References.** Commuter's references are listed below, and contact information is available upon request.

- City of Chandler, Arizona
- City of Kirkwood, Missouri
- Downtown STL, Inc.



## **Contact Information**

Mark Minden, Vice President of Emerging Markets <mark.mind@ecabna.com>



**Company Description:** Envoy is a car sharing platform with an all-electric vehicle fleet. Envoy has cars available in apartments, hotels, workplaces, and in affordable housing with turnkey solutions as a property amenity to community members. Envoy is a privately held company.

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**Service:** Carshare | **Locations:** Sacramento, Oakland



**Mobility Service Elements.** Envoy provides electric vehicles to community members using a per-minute or daily rate. Envoy places its vehicles in accessible locations give its members mobility options in and around their communities. Envoy’s services include:

- Bicycle/Scooter Parking or Charging Equipment Procurement, Installation, and Operations
- Electric Vehicle Supply Equipment Procurement, Installation, and Operations
- Payment Platforms
- Reservation and Dispatching Systems
- Service Operations and Staffing
- Vehicle Procurement
- Vehicle Software and Hardware
- Other: Data Sharing



### **Collaboration Strategies**

- **Project Design Collaboration.** Envoy is confident that mobility providers, local public agencies, and community-based organizations can collectively create innovative projects that benefit individual and specific communities. Envoy believes that community-based organizations are ideal to serve as community ambassadors for electric vehicle car sharing and can provide many mobility-specific support services to the community.
- **Sustainability.** Envoy welcomes discussions to explore pathways to program sustainability beyond the project-designated operational period. Envoy is currently testing different financial models to explore this approach and is open to collaborating with stakeholders to find ideal pricing models for each community.
- **Pricing and Revenue Distribution.** Envoy intends on collaborating with community stakeholders to design ideal pricing and revenue models that work best for communities of this program, and intends on working with stakeholders on this regard.
- **Brand Agnostic.** Envoy does not support any particular brand or logo. As such, Envoy provides different Level 2 electric vehicle charging options and can provide a diverse array of fleet vehicles. Envoy welcomes the opportunity to engage in co-branding opportunities with project stakeholders.



### **Revenue Model**

**Revenue Sharing.** Envoy has a hybrid business model that includes fees to property owners for use of vehicles as onsite amenities and fees to users for per-minute or per-day vehicle use. The revenue from the user fee is shared between Envoy and the property owners. Under the Clean Mobility Options Program, Envoy is open to discussing how to design revenue models that work best for communities accessing this program.



## Cost-Sharing Approaches

- Envoy has limited information available at this time and welcomes further discussion on cost-sharing strategies for these projects.



## Key Approaches

- **Operations.** Envoy's goal is to maximize and streamline transportation access for its community members. Envoy is prepared to manage the installation of EV charging infrastructure, deployment and management of vehicles, and will provide turn-key solutions for a large portion of the program's operation and maintenance activities.
- **Pricing Models.** To align with policy objectives, Envoy is prepared to engage in dynamic pricing, which can be set to encourage or discourage vehicle utilization during different times in a 24-hour period. Envoy believes that such an approach can be very useful in aligning the CMO Program with wider and statewide transportation electrification objectives. Above all, Envoy welcomes discussions with community stakeholders regarding pricing models and price setting.
- **Data Sharing.** Envoy is prepared to create and provide anonymized and aggregated data to stakeholders. To ensure learning from projects, Envoy can release data through monthly or bimonthly reports to stakeholders. Envoy has found that this reporting interval is useful, and a tool can support programmatic decision making essentially in real time.



## References.

- No information provided at this time.



## Contact Information

Paul Hernandez, Director of Public Policy and Government Relations <paul@envoythere.com>  
Mike Becker, Director of Sales <mike.@envoythere.com>



**Company Description:** Green Commuter is an all-electric vanpooling, car share, and fleet replacement company that provides clean transportation options to commuters, especially those in disadvantaged areas. Green Commuter is a public benefit corporation.

**Service:** Carshare/Vanpool | **Locations:** Multiple Locations including Los Angeles, Fresno County, and Delhi



**Mobility Service Elements.** Green Commuter offers all-electric vanpools, car shares, and fleet replacements that can be hailed in person or via mobile applications and that connect to other transit services to allow the community to get where they need to go. Services include:

- Electric Vehicle Procurement
- Electric Vehicle Supply Equipment Procurement, Installation, and Operations
- Payment Platforms
- Reservation and Dispatching Platforms
- Service Operations
- Vehicle Software and Other Hardware
- Other: LCFS Account Administration



### **Collaboration Strategies**

- **Customization.** Green Commuter offers payment and reservation solutions for the unbanked as well as integrated payment options to allow for different forms of payment. Services may be tailored to provide access for community members without mobile devices.
- **Milestone Commitment.** Green Commuter notes mobility providers and local stakeholders should create shared goals specific to the asset or service. For instance, mobility providers should commit to reducing vehicle miles travelled or other milestones predetermined at the start of the program. In this manner, all partners work towards a mutual and sustainable goal.
- **Appropriate Pricing Models.** Green Commuter mentions that if the goal of the program is for community members to transition from single-occupancy vehicles to public transit and new electric vehicle carshares/vanpools, pricing models need to be competitive—and ideally less—than current alternatives. Green Commuter is prepared to work with the community to develop appropriate pricing models for their services.
- **Joint Commitment to Other Programs.** Green Commuter provides complete low-carbon fuel standard (LCFS) program support, from registration to reporting to ensure the sustainability of the program. Green Commuter is willing to work with community partners with funding applications and grant opportunities as appropriate.



### **Revenue Model**

- Green Commuter recommends that revenue from service should be retained by the operator to support long-term program sustainability and does not see revenue guarantees as a necessary or feasible option. However, if the program operation provides profit after all expenses are considered, including interest, taxes, amortization and depreciation, a portion of the proceeds could be used to expand the program beyond the voucher term or in size (e.g., adding more EVs to the fleet) to augment the benefits of the program.



### **Cost-Sharing Approaches**

- Green Commuter's cost-sharing is dependent on the scale of the project, how much investment is required, and other available funding sources. In general, Green Commuter believes operators should be reimbursed for expenses out of the CMO voucher funding.

## **Key Approaches**

- **Mobility Service and EV Charging.** Green Commuter operates mobility services and its subsidiary company, EV Charging Solution, installs and maintains the electric vehicle charging station to support the electric vehicle fleets. This two-staged approach allows them to eliminate many of the logistics, time, and cost barriers that exist in electric mobility. The company has installed over 100 electric vehicle charging stations.
- **Urban and Rural Experience.** Green Commuter services both urban and rural areas. They partner with local agencies or community partners to support and participate in related advocacy for electrification and other public events.
- **Workforce Development.** Green Commuter has partnered with local agencies to employ staff to manage the operations of their programs. Green Commuter is committed to hiring locally and is willing to coordinate with local workforce and other training programs to support their missions and electrification.
- **Equity Programs.** Green Commuter notes its success is due to community members accessing the electric vehicles. Green Commuter is willing to translate any required services, work to develop integrated payments systems, develop phone dispatching services, and offer ADA compliant vehicles.



**References.** Green Commuter's references are listed below, and contact information is available upon request.

- City of Pasadena/CALSTART
- Leadership Counsel for Justice and Accountability
- Chattanooga Area Regional Transit Authority



## **Contact Information**

Leslie Graham, Director of Grants and Partnerships <lgraham@greencommuter.org>



**Company Description:** HOPR is a complete micro-mobility solution company that deploys flexible bikeshare and scootershare systems in partnership with cities, campuses, hotels, and independent operators from coast to coast. HOPR is a privately held company.

**Service:** Bikeshare/Scootershare | **Locations:** Beverly Hills, Fremont, Isla Vista, Menlo Park, Santa Monica, UCLA, UCSB, Multiple Locations



**Mobility Service Elements.** HOPR provides dockless bikes throughout cities that allow residents to travel wherever they need to go. Their services include:

- Bicycle/Scooters Parking or Charing Equipment, Procurement, Installation, and Operations
- Fleet Management
- Payment Platforms
- Reservation and Dispatching Systems
- Routing Technology
- Service Operations and Staffing
- Vehicle Procurement
- Vehicle Software and Hardware



### **Collaboration Strategies**

**Provide Necessary Infrastructure.** HOPR notes that infrastructure may be needed to ensure the program's success, including safe bike infrastructure, parking infrastructure, and other infrastructure that lets users connect to more destinations.

- **Third-Party Advertisements.** HOPR has a successful history of building financially sustainable programs by securing long-term and short-term advertising partnerships. HOPR is prepared to work with communities to make advertisements available on bicycle exteriors, digital mobile applications, applicable employee uniforms, membership materials, parking hubs, and giveaways.
- **Low-Income Qualified Programs.** In addition to any available public funding, HOPR leverages sponsorships and advertising assets to provide financial stability and sustainability for the system while ensuring affordability and access for low-income users.



### **Revenue Model**

- **Service Contract.** HOPR believes the agency should subsidize the monthly cost to operate programs not covered by user fees and other sources of revenue.
- HOPR recommends an all-inclusive monthly fee that covers the equipment and operation of approximate \$5 to \$10 per vehicle per day. Revenue collected through ridership fees, sponsorship, and other sources can go towards covering operating and capital costs.



### **Cost-Sharing Approaches**

- HOPR has limited information on cost-sharing approaches at this time. However, they note that costs will fluctuate based on number and type of vehicle and service areas, and that voucher funding may be used to cover program costs not covered by user fees.



## **Key Approaches**

- **Equity Programs.** HOPR offers HOPR Access Pass, a reduced fare program that cost \$5 per month and includes unlimited 30-minute rides. HOPR Access Pass will be made available to those who rely on verifiable public assistance programs.
- **Create and Deploy.** Since 2018, HOPR manufactures their own bicycles and can provide dockless, docked, and/or electric bicycles to communities to ensure efficient operations and that communities in rural or urban environments get to where they need to go.
- **Data Sharing.** HOPR produces and operates their own proprietary mobile application that integrates bikeshare and other modes of transit. HOPR is prepared to utilize their assets to conduct surveys and share data reports about user travel patterns to improve the system.



**References.** HOPR's references are listed below and contact information is available upon request.

- City of Tampa
- City of Vancouver
- University of California, Santa Barbara



## **Contact Information**

Chelsea Davidoff, Director of National Government Relations <[chelsea.davidoff@gohopr.com](mailto:chelsea.davidoff@gohopr.com)>





**Company Description:** Lyft reconnects communities through better transportation. Lyft is committed to developing clean, innovative, multimodal solutions that enable all residents to move about their communities without owning a car and minimizing the impact on the environment. Lyft is a privately held company.

**Service:** Bike/Scooter-share; Ride-on-Demand | **Locations:** Multiple Locations throughout California and the US.



**Mobility Service Elements.** Lyft is prepared to offer shared bicycles and/or scooters, and shared rides-on-demand that connects to larger public transportation and ensure people go where they need to go. Elements of their services include:

- Bicycle/Scooter Parking or Charging Equipment Procurement, Installation, and Operations
- Electric Vehicle Supply Equipment, Procurement, Installation, and Operations
- Fleet Management
- Payment Platforms
- Reservation and Dispatching Systems
- Routing Technology
- Service Operations and Staffing
- Vehicle Procurement
- Vehicle Software and Hardware



### **Collaboration Strategies**

**Transit Partnerships.** Lyft is prepared deploy electric vehicles and/or bike and scootershare systems in concert with public transit to deliver first-and-last mile solutions and transit services that improve the access and mobility in communities. Lyft is willing to work with local governments, transit agencies, and nonprofits to develop discounted or free rides to low-income residents, veterans in transition, and more constituents and expand access to services.

- **Nonprofit and Community Groups.** Lyft is committed to partnering with local nonprofits and/or community groups to develop subsidy programs and community outreach efforts that ensure services are accessible and affordable to those that need them most. Lyft’s current Community Pass offers lower-income residents a \$5 per month membership for unlimited 30-minute Lyft scooter rides.
- **Voucher Incentives.** Lyft recommends reimbursement for services be assigned on a weekly basis to encourage drivers to rent electric vehicles over gasoline vehicles. Lyft also recommends distributing incentive vouchers that pays drivers about \$50 per week to rent an electric vehicle over a gasoline vehicle.



### **Revenue Model**

**Revenue-Sharing.** Lyft recommend revenues from electric vehicle rentals go to rental partners (e.g. Hertz) and revenue from rides go to drivers and a portion to the Lyft platform.

## Cost-Sharing Approaches

<b>Mobility Provider Resources</b>	<b>CMO Voucher Resources</b>
<ul style="list-style-type: none"><li>• Lyft is prepared to assume costs for vehicle procurement and operations</li><li>• Program design and program operations</li><li>• Charging logistics</li><li>• Driver interaction</li><li>• Discounted electric vehicle charging</li></ul>	<ul style="list-style-type: none"><li>• Lyft recommends voucher funding be used to offset the high electric vehicle costs.</li><li>• As electric vehicle fuel (batteries) reach parity with gasoline prices, Lyft believes the program will become self-sustaining.</li></ul>

## Key Approaches

- **Data Sharing.** Lyft is prepared to enter data sharing agreements with any partner. Lyft would work with agency partners to develop monthly trip reporting protocols that provide data at a level of granularity that can help with program management, invoicing, and evaluation without compromising personal information. At this time, however, Lyft is open to discussing using their assets to administer surveys.
- **Equity Considerations.** Lyft's goal is to ensure transportation access for many disadvantaged communities and populations. Lyft is willing to collaborate with partners to develop programs that address income, ability, gender, and other identities that impact overall transportation access, equity, and mobility.
- **Customer Service Education.** Lyft's onboarding process includes education modules that remind drivers that they will be serving a diversity of customers, including passengers who might be vision impaired. In addition, with the launch of transit programs, Lyft has worked with its agency partners to produce additional communication materials for drivers, such as the Important Reminders website (to the right of any platform screen), to inform riders about the launch of the transit program as well as terms and conditions policies.



## References

No information provided at this time.



## Contact Information

Jon Walker, Sustainability Policy Manager <jonwalker@lyft.com>



**Company Description:** Miocar is an all-electric vehicle carsharing company in the San Joaquin Valley. Miocar is an operating partnership between Self-Help Enterprises, the California Vanpool Authority, and Mobility Development Operations. Miocar is a publicly held company.

**Service:** Carshare | **Locations:** San Joaquin Valley region



**Mobility Service Elements.** Miocar provides a car sharing service to residents of affordable housing sites and community members who require an occasional vehicle for errands. Their services include:

- Electric Vehicle Supply Equipment Procurement Installation, and Operation
- Fleet Management
- Payment Platforms
- Reservation and Dispatching Systems
- Routing Technology
- Service Operations and Staffing
- Vehicle Procurement
- Vehicle Software and Hardware



### **Collaboration Strategies**

- **Community Based Organization (CBO) Partnerships.** Miocar notes that partnerships should include at least one community-based organization (CBO) dedicated to advancing equity in underserved communities. CBOs should be well trusted, respected, and experienced in the community and can support community outreach and technical assistance to promote long term program sustainability.
- **Growth with Program Growth.** Miocar understands that it will take time to grow and expand the program in disadvantaged communities. As the program grows and gets more users, Miocar will determine appropriate price models for communities. They anticipate a 50/50 match will be needed for Miocar to support communities over four years.



### **Revenue Model**

Voucher is used for start-up operating costs, and over time all operations are funded by revenue from carshare members (business-to-consumer model).

- 100 percent of revenues from the service are reinvested in continuing and expanding services.
- Pricing could be set at levels where members can rent all-electric vehicles hourly for \$4 and daily for \$35. However, guarantees for operator revenue required.



### **Cost-Sharing Approaches**

<b>Mobility Provider Resources</b>	<b>CMO Voucher Resources</b>
<ul style="list-style-type: none"> <li>• Operating costs in years 3-4 of the voucher term.</li> </ul>	<ul style="list-style-type: none"> <li>• Most costs in years 1-2 of the voucher term, including capital and operating costs.</li> </ul>

## **Key Approaches**

- **Leverage Other Funding.** MioCar leverages funding from previous contracts with the California Vanpool Authority (CalVans, a joint-power authority governed by several counties), Self Help Enterprises (SHE, a non-profit serving many San Joaquin Valley communities), and Mobility Development, a national social enterprise that supports planning, deployment, and operators, to provide electric vehicle car sharing services to disadvantaged communities in the San Joaquin area.
- **Long-Term Commitment.** Miocar does not have the same degree of pressure around short-term cost recovery like other providers because they leverage hybridized public-private-non-profit partnerships with additional resources. Their funding approach allows them to make longer-term commitments (4+ years) while preserving low-cost operations that allow communities to launch larger programs in the short-and-long term.
- **Flexible Program.** Miocar is prepared to have large non-profit or local business memberships to minimize the subsidies needed to provide electric vehicle car sharing in partner communities. Miocar is also prepared to extend professional driver memberships where drivers can use the vehicles on a ride-hail platform or as a volunteer driver providing rides as a part of a volunteer transportation service for community members who are not eligible to drive cars themselves. Funding is already secured to develop these layers of service.



**References.** MioCar's references are listed below and contact information is available upon request.

- Kern Council of Governments
- Stanislaus Council of Governments
- Tulare Council of Governments
- UC Davis Institute of Transportation Studies



## **Contact Information**

Gloria Huerta, Program Manager <gloria@miocar.org>



**Company Description:** Mobility Development Group is a full-service shared mobility operator specializing in carsharing, ridesharing, and micromobility systems in smaller and rural markets. Mobility Development Group is a privately held company.

**Services:** Carshare; Bikeshare, Ride-on-Demand | **Locations:** Los Angeles, San Joaquin Valley, Multiple Locations Outside of California



**Mobility Service Elements.** Mobility Development Group creates shared mobility options that help communities get to where they need to go. Their services include:

- Bicycle/Scooter Parking or Charging Equipment Procurement, Installation, and Operations
- Fleet Management
- Payment Platforms
- Reservation and Dispatching Systems
- Service Operations and Staffing
- Vehicle Procurement
- Vehicle Software and Hardware
- Other: Customer Service and Program Marketing



**Collaboration Strategies**

- **Low-Cost Delivery in the Market.** Mobility Development is aware that there are certain markets where private sectors are well-equipped, interested, and willing to invest in a public-private partnership model. In cases where a private operator would otherwise not show interest or cannot make a long-term commitment, Mobility Development can explore ways for low-cost service delivery in these markets. In short, they are interested in providing a public option for shared mobility services that will maximize the availability of these programs in disadvantaged communities and in parts of the state where services might otherwise not operate.
- **Community Collaboration.** Mobility Development recognizes that community needs assessments are important prerequisites in providing services. They are willing to participate where possible and as needed in community meetings to identify the needs of the community. They are also prepared to employ planning tools to support program design, including location and price-setting analyses, GIS analyses, and short-term demonstrations of bike and electric micromobility programs.



**Revenue Model**

- Voucher is used for start-up operating costs, and over time all operations are funded by revenue from carshare members (business-to-consumer model).
- 100 percent of revenues from the service are reinvested in continuing and expanding services.
- Pricing could be set at levels where members can rent all-electric vehicles hourly for \$4 and daily for \$35. However, guarantees for operator revenue are required.



**Cost-Sharing Approaches**

Mobility Provider Resources	CMO Voucher Resources
<ul style="list-style-type: none"> <li>• Fleet and Operations</li> <li>• Advertisements and Outreach Events</li> <li>• Charging Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Capital and Operational Costs</li> <li>• Charging Infrastructure</li> <li>• Fleet and Operations</li> </ul>



## **Key Approaches**

- **Leverage Other Funding.** Mobility Development Group expects that the CMO program will be best served by investing in the growth of high-volume non-profit volunteer transportation networks that can secure cost-sharing from Medicaid reimbursement and other paid social services transportation options.
- **Multimodal Options.** Mobility Development Group offers carsharing, bike sharing, and other micromobility options to find the right service fit for each community. They are prepared to offer services directly or through subcontracts based on the demand and need of each community.
- **Community-Owned and Nonprofit Focus.** Mobility Development Group is skeptical that interest in electric mobility programs from the private sector might not be sustained long-term. They are prepared to return to their reliance on models that are large publicly or community-owned and often non-profit operated. They find these models to be most successful in attracting sponsorship level and sustainability in the long-term.
- **Strategic Partnerships.** Mobility Development works with a diverse group of partners nationwide. Their partners come from the public, private, and non-profit sectors; by leveraging their partnerships, they create community-led initiatives that support the communities with their mobility needs.
- **Innovative Funding Models.** Mobility Development has developed nearly all of its operations around non-traditional funding models. Their approach has allowed them a high level of flexibility that allows for low-cost operations.



**References.** Mobility Development Group's references are listed below and contact information is available upon request.

- Los Angeles Department of Transportation
- Fresno Metro Black Chamber of Commerce
- City of Saint Paul
- UC Davis



## **Contact Information**

Creighton Randall, CEO <[creighton@mobilitydevelopment.org](mailto:creighton@mobilitydevelopment.org)>

# SPIN

**Company Description:** SPIN is a personal-mobility corporation that seeks to help cities and campuses reduce their dependence on cars by offering affordable, accessible, and sustainable forms of transportation. SPIN is a privately held company.

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**Service:** Scootershare | **Locations:** Long Beach, Los Angeles, San Diego, San Jose, Oakland



**Mobility Service Elements.** SPIN strategically places dockless scooters throughout the city for short-term rental.

- Bicycle/Scooter Parking or Charging Equipment Procurement, Installation, and Operations
- Electric Vehicle Supply Equipment Procurement, Installation, and Operations
- Fleet Management
- Payment Platforms
- Reservation and Dispatching Systems
- Routing Technology
- Service Operations and Staffing
- Vehicle Procurement
- Vehicle Software and Hardware



## **Collaboration Strategies**

**Explicit Permission.** SPIN approaches partnerships with transparency and does not launch in cities unless they have explicit permission of local officials. SPIN works with local transportation officials and other stakeholders on an ongoing basis to ensure that the number of scooters deployed matches demand and grow their fleets after achieving benchmarks established collaboratively with partners.

- **Collaborative Benchmarks and Metrics.** SPIN recommends developing program success benchmarks and metrics in collaboration with the Clean Mobility Options Program Administrator, voucher recipients, government agencies, and mobility providers. These benchmarks and metrics could then be evaluated quarterly to determine the progress towards a self-sustaining program and system.
- **Investment in Infrastructure.** Because SPIN offers charging stations as parking infrastructure to municipal partners, establishing efficient permitting systems for public right-of-way enables SPIN to quickly install their solar-powered charging stations.
- **Data to Improve Mobility Services.** SPIN collects ridership origin and destination data. SPIN recommends that cities pursue safer streets through data generated by these mobility services. Some improvements may include sidewalk or bus shelter improvements, bike networks, and improved infrastructure.



## **Revenue Model**

- SPIN operates under a direct business-to-consumer model with revenue generated from scooter user fees.
- Voucher funding should be used to recover costs that aren't covered by user fees, which may include scooter permit fees and infrastructure investments.
- SPIN is open to sharing revenue in excess of certain levels with partners to ensure vibrant and long-lasting micromobility programs.



## **Cost-Sharing Approaches**

- Cost-sharing and CMO voucher funding allocation will depend on the market. For example, a market that has high ridership and revenue potential can use the CMO voucher funds towards the municipality's costs and/or funding infrastructure that supports the mobility service. In other markets, the mobility providers costs (fleet, operations, etc.) will need support if the ridership and revenue doesn't provide enough resources to cover the costs. Either way, Spin is open to discussing this balance with interested cities, and willing to explore additional options to fund the mobility service - like advertising on charging stations.

## **Key Approaches**

- **Equity Considerations.** SPIN is prepared to offer SPIN Access, a low-income and non-smartphone or bank system access program, marketing in English and Spanish at a minimum, 24-hour customer support services in any necessary languages, and community outreach events that engage residents. SPIN Access offers 50% reduced fares, low enough to reduce barriers to entry but high enough to cover costs. SPIN Access is offered to residents on any local, State, or Federal assistance program.
- **No Venture Capital.** SPIN is a wholly owned subsidiary of the over 100-year-old Ford Motor Company, meaning they do not rely on others' capital to provide services. Any mobility programs they create with partners reflect their long-range vision and commitment to sustainable mobility.
- **Charging and Parking Infrastructure.** SPIN differs from other scooter companies in that they offer charging stations as parking infrastructure to municipal partners. SPIN seeks partnership with private property owners or through public right-of-way-permits to install charging stations. These stations allow portions of their fleet to charge without operation vehicles having to manually drive to pick them up. Charging stations are solar-powered and ensure parking compliance to supply charged scooters in high-demand locations.
- **Data Sharing.** SPIN collects trip origin and destination data and is happy to share the proper data with any partners. SPIN has and will continue to administer customer surveys that are created by or in partnership with cities and recommends that this approach is followed by other potential mobility providers.

**References.** SPIN references are listed below and contact information is available upon request.



- City of Denver
- City of Coral Gables
- City of Portland



## **Contact Information**

Tim Alborg, Director of Government Partnerships <tim.alborg@spin.pm>





**Company Description:** VeoRide offers micromobility options using durable, safe, and eco-friendly electric scooters that feature swappable batteries, making charging easier and safer for users. VeoRide is a privately held company.

**Service:** Scootershare | **Locations:** Azusa Pacific University, California Baptist University, Multiple Locations Outside of California



**Mobility Service Elements.** VeoRide provides electric dockless scooters throughout cities that residents can rent on a short-term basis. Their services include:

- Bicycle/Scooter Parking or Charging Equipment Procurement, Installation, and Operations
- Electric Vehicle Supply Equipment Procurement and Operations
- Fleet Management
- Payment Platforms
- Reservation and Dispatching Systems
- Routing Technology
- Service Operations and Staffing
- Vehicle Software and Hardware



### **Collaboration Strategies**

**Strategizing Vehicle Ownership Models.** VeoRide recommends strategizing vehicle ownership models to ensure long-term success of the program. One ownership model may be where the partner owns the vehicles directly; another is where VeoRide retains ownership. Each model has its own pros and cons, but VeoRide recommends that if the partner is interested in pedal bikes and e-bikes that they take on ownership of the vehicle and handle maintenance through contracts with other vendors. For an e-scooter program, VeoRide recommends that the vendor retain ownership and fully operate the vehicles.

- **Side-by-Side Program Creation.** VeoRide is prepared to work side-by-side with community partners to develop an approach, identify stakeholders, identify needs, develop a plan, and monitor and measure impact through constant data-driven analysis.
- **Safety Enforcement.** VeoRide recommends collaborating with local partners to identify and establish safety zones where scooter speeds are not allowed to surpass any predetermined speeds; establish no-ride zones where scooter services are automatically turned off if scooters enter these areas (i.e. school areas); and establish service operation hours, where scooters remain parked in a specific area until service begins again. VeoRide has technology to enforce safety standards remotely and notes that these safety protocols will require strategic planning with community partners.



### **Revenue Model**

**Service Contract.** If partners decide to own the vehicles, they must operate the vehicles, a service program, hire maintenance staff, manage employees, benefits, and so on. VeoRide is prepared to offer technical experience and consultation for the partners as part of a service contract. VeoRide would train staff on a regular basis, share best practices on service and maintenance, and perhaps operate and run the repairs of the program. The partners would also need to be mindful of liability coverage, management of thousands of small dollar transactions, software upgrades, marketing to the public, and understanding the impact of services on the community. VeoRide is prepared to serve as consultant or co-own the process to help a partner establish their program.

- **Business to Consumer.** In this model, VeoRide would own the vehicles, provides all services discussed and activities required, and covers costs from rider fee revenue. In this scenario, VeoRide recommends that voucher funds be used to provide subsidies that would allow VeoRide to set prices low and recover expenses associated with startup. This operator-owned model allows VeoRide to manage how vehicles are produced and design elements in a way to develop environmental, social, and economic sustainability. This approach also allows the partners to focus on whether programs are generating impacts desired, expand conceptualization of the program, and more.



## **Cost-Sharing Approaches**

- Cost sharing approaches vary according to whether the voucher applicant or VeoRide owns and operates the vehicles. No additional information is available at this time.



## **Key Approaches**

**Swappable Batteries.** Unlike other scooter companies that require transporting scooters to charging location, VeoRide's scooters feature swappable batteries that allow their scooters to be charged and available 24/7 wherever they are stationed. Some of the benefits of swappable batteries include eliminating the need for storage and charging infrastructure, avoiding unnecessary fleet deployment to charge vehicles, and increasing safety by not having to transport nor install charging stations.

- **Equity Programs.** VeoRide has developed the VeoRide Access Program, where users qualify for subsidized rides once they submit proof of participation in a federal assistance program. VeoRide also has the capability to provide ADA accessible bicycles, scooters, and tricycles to support transportation access in disadvantaged communities. Their programs also include services for the unbanked, for those without smartphones, and arrangements to enable participation by those without driver licenses.
- **Data Sharing Capabilities.** VeoRide's fleets use GPS technology that tracks origin and destination data usable by the program administrators. VeoRide is prepared to share these data for project evaluation and improvement, service operations, and more so long as identifiable information is kept confidential.



**References.** VeoRide's references are listed below, and contact information is available upon request.

- City of Fort Wayne
- City of Knoxville
- Texas A&M University



## **Contact Information**

Dawn Parks, Sales/RFP Manager <dparks@veoride.com>



**Company Description:** Via develops innovative mobility solutions powered by its advanced on-demand transit technology, partnering with public agencies in multiple countries around the world. From rural towns to the largest cities, as well as corporations and universities, Via develops tailored systems to increase transit efficiency, reduce traffic congestion and carbon emissions, and improve mobility for communities through on-demand shared rides. In many of its deployments, Via operates an electric fleet to provide low-emissions accessible mobility. Via is a privately held company.

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**Service:** Microtransit | **Locations:** Multiple Locations in CA including Cupertino, Irvine, Los Angeles, Marin County, Orange County, Pacifica, West Sacramento



**Mobility Service Elements.** Via provides drivers and shared vehicles that can be hailed when needed to any location within a pre-set service zone, connecting the gaps of larger transportation systems to allow people to go where they need to go. Their services include:

- Electric vehicle supply equipment procurement and installation
- Operations and Staff
- Other: Customer Service and Data Reporting
- Routing and Dispatching Applications
- Staff (Driver, recruitment, training, support)
- Vehicle Procurement and Maintenance



### **Collaboration Strategies**

**Identify Other Mobility Providers.** While Via does not provide bicycle or scooter operations, they are prepared to work with voucher recipients to identify micromobility providers and integrate these modes of transportation into their services.

- **Develop Mutual Metrics.** Via is prepared to work with partners to develop success metrics around service, financing, and pricing arrangements that satisfy all partners. Via would work with partners to design service zones, hours, and target use cases to ensure partners meet their goals. By ensuring multiple people are served at the same time, Via can keep costs per ride low while meeting environmental performance metrics.
- **Mutual Infrastructure Commitment.** Via is prepared to design services to make efficient use of existing electric vehicle infrastructure wherever possible. Where new investments are required, Via will work with partners to assess the tradeoffs between zone size, fleet size, and levels of electric vehicle supply equipment investment required to serve a given zone. Via is also prepared to leverage their own partnerships with global infrastructure funds to purchase and install charging infrastructure and arrange long-term financing to spread the costs of infrastructure over multiple years.



### **Revenue Model**

Via is open to a range of revenue-sharing arrangements and will work with voucher recipients to develop models that best meet their needs. Via is prepared to offer services at a fixed price per vehicle hour, or to rely on fare revenue to cover a portion of their costs. In this latter scenario, Via shares in the risk and may not recoup its costs. Via believes this approach enables voucher recipients to maximize the value of their investments with Via by incentivizing efficiency and service quality. Parameters are predefined in a contract.

## Cost-Sharing Approaches

<b>Mobility Provider Resources</b>	<b>CMO Voucher Resources</b>
<ul style="list-style-type: none"><li>• Discounted services</li></ul>	<ul style="list-style-type: none"><li>• Costs of Operations</li><li>• Microtransit Services</li></ul>

## Key Approaches

- **Two Service Models.** Via offers two service models: Software-as-a-Service (SaaS) and Transportation-as-a-Service (TaaS). SaaS allows partners to license their software with agency-provided vehicles and with TaaS; Via provides vehicles, drivers, live service support, complete operations management, and an end-to-end technology system.
- **Flexible Pricing Structures.** Via's pricing models are flexible, and Via tailors its solutions to each community's needs. This approach allows them to work with partners to balance the need to generate revenue for a self-sustaining service with the intent of ensuring access for underserved members of the community. Via is also prepared to work with voucher recipients to design fare structures that meet each community's goals. Potential fare structures include: flat fees per ride, peak and off-peak pricing structures, discounts for elderly, low-income, and other populations, or subsidized fares through agency provided vouchers.
- **Data Sharing for Project Evaluation.** Via understands the value of data and analytics to their partners and works to extract and share insights. Their world-class data science team uses sophisticated tools to optimize the performance of their deployments and help inform their partners' future transportation decisions. With Via, partners receive periodic reports, and the ability to aggregate, filter, and download data in various formats.



**References.** Via's references are listed below, and contact information is available upon request.

Los Angeles County Metropolitan  
Transportation Authority (LA Metro)

- City of West Sacramento
- City of Arlington, Texas



## Contact Information

Krista Glotzbach, West Coast Partnership Lead <krista.glotzbach@ridewithvia.com>



**Company Description:** Waive provides end-to-end mobility solutions by creating symbiotic relationships between advertising and shared mobility. Waive is providing WaiveWork, an electric car rental program for low-income communities. Waive is a privately held company.

**Service:** Carshare | **Locations:** Santa Monica, CA



**Mobility Service Elements.** Waive rents electric vehicles to rideshare drivers while placing targeted advertisements on their vehicles to ensure low-cost rentals. Their services include:

- Fleet Management
- Payment Platforms
- Reservation and Dispatching Systems
- Services Operations and Staffing
- Vehicle Procurement
- Vehicle Software and Hardware



**Collaboration Strategies**

**Street-Level Advertisements.** Waive offers vehicles installed with roof mounted digital advertisement displays that serve as advertisement platforms for advertisers wanting to reach customers at street-level. Any revenue generated from the advertisement platforms could be used to lower service costs and provide additional services to customers.



**Revenue Model**

- Waive operates under a business to consumer model, generating revenue directly from vehicle renters.
- Waive is prepared to arrange appropriate revenue-sharing models where revenue from services is returned to the agencies to compensate for vehicle costs.



**Cost-Sharing Approaches**

- Unit Economics
  - Auto financing per vehicle: \$300/vehicle/month
  - Screen Financing: \$85/vehicle/month
  - Insurance: \$200/vehicle/month
  - Repair and Maintenance: \$10/vehicle/month
  - Telematics and Data Package: \$25/vehicle/month
- Waive also anticipates cost-sharing to include the following:

Mobility Provider Resources	CMO Voucher Resources
<ul style="list-style-type: none"> <li>• Fleet management</li> <li>• Payment Platforms</li> <li>• Software and Hardware (\$8</li> <li>• Staffing</li> <li>• Vehicle Reservation/Dispatching</li> </ul>	<ul style="list-style-type: none"> <li>• Purchase Fleets</li> <li>• Installation of Electric Vehicle Service Charging Stations</li> <li>• Other equipment as needed</li> </ul>

## **Key Approaches**

- **Most Affordable Rental in the Market.** Waive provides rideshare drivers the most affordable electric car share rentals in the market, averaging about \$22 per day. Their model includes a freemium model where customers are allowed to reserve electric vehicle through mobile applications and drive free for the first two hours and \$6 per hour thereafter. Their offerings include vehicle insurance and scheduled maintenance that may be booked on daily, weekly, and monthly basis. Their prices cater to underserved communities by lowering barriers to entry for zero-emission rideshare rentals.
- **Workforce Development.** Waive creates rideshare-driving job opportunities in disadvantaged communities by providing lucrative car rental options for people who do not own vehicles and want to earn money by driving for rideshare platforms. Waive then increases transportation access in these communities by providing alternative transportation options in communities that may not have quality transportation services.



## **References**

- No information provided at this time.



## **Contact Information**

Mohit Pandita, Vice President of Strategy <mohit@waive.com>



**Company Description:** Zipcar offers convenient and flexible car-sharing options. Zipcar operates in urban areas and university companies in over 500 cities and towns. Zipcar is a privately held company.

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**Service:** Carshare | **Locations:** Sacramento, San Francisco, Los Angeles, and San Diego



**Mobility Service Elements.** Zipcar provides short-term, round-trip rental of a variety of vehicles to people who need access to a vehicle without the cost and hassle of owning one. Zipcar's services include:

- Electric Vehicle Operations
- Fleet Management
- Payment Platforms
- Service Operations and Staffing
- Vehicle Procurement
- Vehicle Software and Hardware



### **Collaboration Strategies**

**Prioritizing Meaningful Partnerships.** When launching a new partnership, Zipcar sets clear expectations relative to the time and location of commitments. Zipcar recognizes partnerships will depend on the contractual agreements, and Zipcar is prepared to implement their deliberate, tested, financially-viable business models to create meaningful partnerships when entering a new market.

- **Community-Priced Model.** Zipcar is prepared to work with community partners to provide a program like the Our Community Car Share (OCCS) program that offer subsidized access to vehicles to income-qualified residents. Driving demand is managed by implementing resident driving (maximum hours per week/resident) and demonstrates Zipcar's commitment to multifaceted partnerships that enable attainable programs for low-income participants.



### **Revenue Model**

- Zipcar recognizes revenue disbursements are dependent on partnership models and program specifics. In general, Zipcar operates under a direct business-to-consumer model generating revenue directly from carshare memberships and reservations to cover operating costs.
- **Revenue Guarantees.** Should circumstances and market fundamentals permit, Zipcar believes mobility providers should be entitled to a set of revenue guarantees per month, quarter, or something similar that limits the financial risk of providing services in new areas and with new populations.

## Cost-Sharing Approaches

Mobility Provider Resources	CMO Voucher Resources
<ul style="list-style-type: none"> <li>• Fleet Management</li> <li>• Payment Platforms</li> <li>• Reservations Systems</li> <li>• Service Operations and Staffing</li> <li>• Software and Technical Hardware</li> <li>• Vehicle Fuel</li> <li>• Vehicle Procurement (Non-electric)</li> </ul>	<ul style="list-style-type: none"> <li>• Electric Vehicle Charging Infrastructure</li> <li>• Electric Vehicle Procurement</li> <li>• Parking (Case specific)</li> <li>• Revenue Guarantee</li> </ul>

### Key Approaches

- **Income-based Ridership Models.** Zipcar is prepared to work with community partners to provide programs that fit the communities' pricing models. For instance, Zipcar operates roundtrip car share services with pricing starting as low as \$8/hour inclusive of gas, insurance, a dedicated parking spot, and 180-miles of driving. These programs and pricing models may be amended to fit specific community needs.
- **Data Reporting.** Zipcar owns the usage data from Zipcar services and will work with partners and third parties to discuss rights and/or licenses so long as member information is maintained confidential. Zipcar offers reports on reservations, utilization, and vehicle and corresponding location to help community partners improve their services.
- **Accessibility.** Zipcar strategically places their vehicle in areas that complement larger transit networks. Its goal is to create transportation services for those without cars. ADA accessible options are available if Zipcar is notified in advanced.



### References

- No information provided at this moment.



### Contact Information

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